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# A content analysis of online recruiting features among Fortune's top companies

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A CONTENT ANALYSIS OF ONLINE RECRUITING FEATURES AMONG  
FORTUNE'S TOP COMPANIES

A Thesis

Presented to

The Faculty of the Department of Journalism and Mass Communications

San Jose State University

In Partial Fulfillment

of the Requirement for the Degree

Master of Science

by

Daphne Joy Neuenheim

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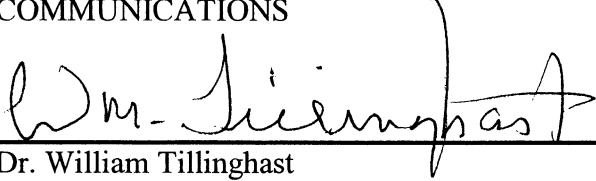
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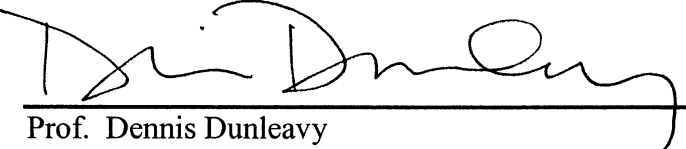
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## ABSTRACT

### A CONTENT ANALYSIS OF ONLINE RECRUITING FEATURES AMONG FORTUNE'S TOP COMPANIES

by Daphne Joy Neuvenheim

This thesis examined the use of the corporate Web site for attracting potential job candidates between two groups: *Fortune's 100 Best Companies to Work For* and *Fortune 500* companies of the year 2004. The results of this study suggest that *Fortune's 100 Best Companies to Work For* were more proactive in using their corporate Web site to attract prospective employees.

Particularly, the study addressed the presence or absence of characteristics or guidelines the author defined based on the literature reviewed. The four broad categories of the Web site characteristics observed to determine the effectiveness of each corporate Web site were: Web site recruitment tools, corporate mission statements and vision, community relations programs, and work-life balance programs and benefits. Results showed a significant finding that *Fortune's 100 Best Companies to Work For* were more likely to have Web site recruiting tools, and work-life balance programs and benefits.

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## Chapter I

### **Introduction**

The history of job recruitment reveals that it has always adapted itself and responded to changes in society and technology. The technological advances that have come forth in the last decade opened up the doors of the Internet to the public by allowing access to the World Wide Web. The Web cannot be ignored as a communication tool for reaching the publics; many individuals are exposed to the Web; it can even be found in their homes or workplaces. A new pressure felt in the Human Resources (HR) industry is the introduction of the Internet as a player in the recruiting war for talent. Recently, the Internet has taken the business community by storm, and HR professionals must begin to devote more attention to online recruitment, a topic that was virtually non-existent several years ago. It follows, therefore, that job recruiting in theory and practice must adapt itself to this innovation in some way to achieve success in the new Internet-savvy job market.

#### **Benefits of On-Line Recruiting**

The World Wide Web can vastly expand an organization's ability to search for talent and present itself as an employer. Because of the Internet, employers can put more company and employment information in the hands of job seekers more than ever before. In many cases, potential job applicants can also act on the information they view by instantly submitting their resume to a company over the Internet. An organization's Web

site can create that valuable first impression for job seekers and enable an organization to attract and even retain the right people.

In his book *Web-Based Human Resources*, Alfred Walker (2001) states, “as recently as 1997 only about 11 percent of U.S. employers were using the Web for outside recruiting, a figure that has reached 80 percent today and is expected to approach 100 percent in the next few years. By 2003, an estimated 124,000 companies will be recruiting online” (p. 32). The ways in which companies decide to use the Web runs from a simple job description to commercial job boards to the development of an interactive recruitment Web site with extensive information about the company and Web site recruiting tools.

In his book *The Hiring and Firing Question and Answer Book*, Paul Falcone (2002) cites that up to 95 percent of U.S. employers are going online to recruit job candidates. He states that half a billion dollars will be spent in the next few years as companies invest in building and upgrading their own Web sites and posting open positions with job search services. Falcone (2002) adds, “online recruitment is far less expensive and easier to manage than its print ad counterparts, and the turnaround time could be almost immediate if human resources staff is available to monitor incoming resumes” (p. 27). Indeed, with 30,000 job boards worldwide and 2.5 million resumes online, it’s hard to dispute the fact that virtual recruitment will lead the way in this century as the job recruitment method of choice.

In the new era of staffing, passive job seekers (those who are happy with their jobs but open to other opportunities) who would be interested only in certain kinds of

companies, working conditions, or other selling points in the recruitment message can easily and safely browse the online advertisements. When discussing the way that staffing and labor markets have evolved, Walker (2001) discusses how companies are attracting and retaining the right people using the following methods:

- An understanding of a company's business strategies
- Knowledge of a company's employee competencies
- Information on current and future labor markets
- Insights into the people it wants to attract

The corporate Web site can provide insight into a company's image and attractiveness, but functionality and ease of use is also a factor when wooing potential employees. Modern day job seekers use the Internet to search for articles on prospective employers as well as to post resumes to job boards and seek career advice. This provides a clear indication of the importance of incorporating effective recruitment tools and messages in the corporate Web site. Because of the novelty of the Internet, it is expected that some companies will take full advantage of their corporate Web sites to display the attributes of the corporate image and reputation through positive branding and programs, while others will not attempt to benefit from the opportunity.

The purpose of this study is to explore how organizational Web sites can be used as recruitment tools to attract new employees to companies. There is a trend in businesses to use corporate image and employee perks and benefits when recruiting online. The corporate communications and human relations departments of most companies are responsible to produce a corporate Web site that creates an attractive corporate image, appeals to potential employees, and displays positive work ethics and

employee benefits. However, there is a conspicuous lack of definitive guidelines that can help organizations construct Web sites capable of being ideal recruitment tools. This study will attempt to define such guidelines, if any, in how companies listed on the 2004 *Fortune's 100 Best Companies to Work For* and *Fortune 500* lists use the Internet to attract employees by exhibiting a desirable organizational image, and boasting functional web recruiting tools, employee benefits, community relations programs and an engaging work environment.

### Retention and Cost Savings

Recruiting talent is a key motivator of producing a positive web presence. For any company, much emphasis is based on the capacity to attract, retain and efficiently use talented workers. In such a competitive, tight labor market for a talented workforce, firms resort to a number of incentives to attract and retain their best employees.

In his book Falcone (2002) asserts “internal referrals and Internet ads are among the lowest [forms of recruitment] in terms of cost and the highest in terms of effectiveness. That being said...beef up internal referral programs and Internet classifieds advertising outreach...there's no better place to invest recruitment dollars” (p. 58). Because Internet recruitment is one of the most cost-effective ways to attract job candidates, some effort should be made on creating a Web presence that will position a company to attract talent. Companies are changing their recruiting paradigms to “sell” to an incredibly tightened job market, rather than expecting candidates to come to them. One way to sell themselves to the market is through Internet ads. Internet recruiting is one of the cheapest and most effective forms of recruitment.

According to Smart (2001) one of the best ways to maintain a high employee-retention level is to take the time and effort in the hiring process to assure that the men and women to be selected have the qualities and characteristics that are congruent with the culture of the organization. Equally important is to seek candidates who will want to remain with the company because it provides them with a climate in which they can work the way they like to work and the opportunity to meet their goals while helping the company achieve its goals.

It is not easy to locate, screen, and finally select such people—and it is not cheap. In Smart's (2001) study, human resource experts estimate that hiring an employee costs a company 1.5 times his or her salary—a combination of recruiting costs, training time, and lost productivity as co-workers and supervisors pitch in during the time the job is left unfilled. And this is for an average employee. To get a top-level, "A-player" employee, can cost considerably more. It is wise for a company to take steps to prevent employees from leaving; a company can make efforts to keep its social capital by caring for employees through benefits, work-life balance and motivational programs.

In Smith's (2001) study, he cites that the first and foremost reason to practice retentionship is cost, and that even a small effort can save money. His study shows that at a minimum, it costs \$4,000 to \$7,000 to replace an hourly low-wage employee and up to \$40,000 to replace a midlevel, salaried employee. One Silicon Valley company he studied estimates that the cost of replacing the average employee is \$125,000.

According to Cohen and Prusak's (2001) study, social capital (value of employees) exists in every organization, but in widely varying amounts. It can be

depleted or enhanced, squandered or invested in. This study insists that social capital generates economic returns. Cohen and Prusak (2001) noted: “The challenge is to make the knowledge worker want to stay with the corporation, want to contribute and be productive. Turnover has always been expensive, but today your means of production can walk out the door. You need them more than they need you” (p.36). By keeping employees motivated and satisfied, a company can avoid the costs of turnover rates, severance costs and hiring and training expenses, by avoiding discontinuities associated with frequent personnel changes, and maintaining valuable organizational knowledge. Wise organizations work hard to limit volatility and counter its potentially destructive effects on social capital.

According to Smith (2001), “the antidote to high turnover is retentionship—the process of attracting, selecting, caring about, training, developing, and keeping a workforce so that it can perform its jobs in an organization” (p. 44). Retentionship has its ultimate goal creating a work environment that allows good employees to stay as long as possible, allows good employees to stay as long as possible, allows mismatched employees to leave sooner or find more compatible jobs elsewhere, and allows employees to become more productive. Every organization needs to practice retentionship. Although some employees may be more vulnerable than others, every employee contributes to the bottom line.

#### Positive Organizational Image

An important starting point is to define what exactly is meant by the term organizational image. Barber (1998) describes it as the way people perceive an



organization and, in more specific terms as a loose structure of knowledge, beliefs and feelings about an organization. The notion is of image as a total impression based on a loose combination of facts and feelings.

One must note that most job candidates do not change jobs—they change companies. In line with Falcone’s (2002) study, when asking candidates about the criteria they are using in selecting another employment opportunity, they will describe:

- Opportunities for career growth and advancement
- Appreciation and recognition for a job well done
- An open and communicative relationship with the boss
- A working environment where they can make a positive contribution

Based on these criteria, the candidates are describing characteristics of companies, not jobs. Falcone’s (2002) study shows that people make career changes to find companies that give them the “warm fuzzies” and make them feel as though they are developing their skills and making a difference. Therefore, a primary focus in composing online job ads should be to sell a company as a positive place to work.

The concept of informed candidacy (Falcone, 2002) is a concept that dictates that the more job applicants know about a company and a position in advance, the greater the chances of a long-term success. That’s because there are far fewer surprises when communication is clear and questions are welcomed. Of course, the more information candidates have up front, the better their questions will be throughout the pre-employment process. The Internet job ad might be a link off of the main corporate Web pages. The job candidate can go a long way in researching the prospective employer’s Web site before committing to applying for a position with the company.

Zingheim and Schuster (2000) propose that Web pages do much more than recruit, but they serve the purpose of communicating public relations information, internal announcements, product and service promotions, annual reports, and news-breaking bulletins. In short, Web sites are the focal point for public information about a company. Adding a link to a career section of a company's main Web page makes sense, since visitors who are on a corporate Web site as customers or interested third parties might very well "recruit themselves" and express interest in joining the company.

Falcone (2002), while emphasizing the importance of a company's image and Web site, noted that "if any successes exist in corporate Web page recruiting where the Web page itself is the lure or hook that attracts candidates, then those successes belong to *Fortune 500* companies with household names that draw traffic because of their brand-name recognition" (p. 23). Obviously, the most well known companies would attract the most visitors because their name brand and organizational image is well known and respected. It is especially important for these companies to have an alluring job recruitment Web page.

Falcone (2002) also mentions "Although *Fortune's 100 Best Companies to Work For* will most likely not have the same monetary resources to dedicate to Web site development as these prominent *Fortune 500* organizations do" (p. 33). According to this study, the new paradigm of online recruitment focuses on employment branding—that is, a company's ability to distinguish itself from its peers. Establishing a recognizable and attractive organizational image or brand begins with a company's Web site.

### Attracting Potential Candidates

Effective recruitment materials must first attract the attention of potential applicants, and then persuade them to take action and apply for a desired position. When considering online recruiting in the information age, one must consider the type of job applicants that a Web site must attract. An organization's Web recruitment tools operate via their ability to attract job candidates and offer them the opportunity to act. While part of this involves simply attracting the candidates' attention (Koch, 1990) another important aspect is the ability to communicate content in specific areas of interest such as compensation, benefits, and work-life balance programs. Even more importantly, a Web site should be easy to navigate, view job openings, submit resumes online, and other features for job candidates.

When discussing the consideration of the nature of the workforce in their total rewards strategy, Zingheim and Schuster (2000) looked at supply and demand. In the first half of the 1990s, more people were looking for work than there were jobs. Now supply and demand have switched, and in many areas more jobs exist than there are people looking for work. This is the case not only for knowledge workers but also for entry-level unskilled workers. What constitutes scarce talent at one time can change rapidly, even within a given company. Thus, agility is critical, and a reward solution that fits a specific company at one time may not during another as circumstances change.

To acknowledge a scarce-talent market as well as the increasing complexity of many people's lives, the Zingheim and Schuster's (2000) total reward strategy is taking

workforce needs and preferences into account more than before. Companies are directing more and more creative thought to how to attract and retain necessary talent.

### Why *Fortune*?

Inclusion in the *Fortune 500* implies a high level of fiscal success. The Web sites studied represent organizations that have ample resources at their disposal. According to Jeffrey P. Davidson (1987) in his book *Marketing to the Fortune 500 and Other Corporations* “the biggest and best market for the products and services of small to medium-size business vendors is our nation’s major industrial corporations, literally and symbolically identified as the *Fortune 500*” (p. 14). These companies are so named from the annual rankings that *Fortune* magazine bestows on private and industrial firms. These rankings are based on 14 measures: sales, assets, net income, sales change from previous year, profit change from previous year, stockholders’ equity, number of employees, net income as a percentage of sales, net income as a percentage of stockholders’ equity, 10-year growth in earnings per share, total return to investors—10-year average, total return to investors for previous year, assets per employee and sales per employee.

*Fortune’s 100 Best Companies to Work For* are nominated by their own employees that have positive things to say about their workplaces. According to *Fortune* magazine’s 2004 Web site, some 46,526 randomly selected employees from 304 candidate companies filled out an employee-opinion survey (the Great Place to Work Trust Index). Nearly half of the employees also gave written comments about their workplaces. Each candidate company accompanies these responses with a questionnaire

detailing its people policies, practices, and philosophies. After evaluating the companies on the employee surveys and the company questionnaires (with the employees' opinions accounting for two-thirds of the total score) the *Fortune's 100 Best Companies to Work For* are chosen.

Great Place to Work® Institute produces the “100 Best Companies to Work for in America” lists. The lists are co-authored by Robert Levering and Milton Moskowitz. The list Publisher's site is *Fortune Magazine*, and in this study it will be referred to solely as *Fortune's 100 Best Companies to Work For*. Each year, the Great Place to Work® Institute produces the list based on primarily employee's responses to the Great Place to Work® Trust Index®, a proprietary employee survey developed by the Great Place to Work® Institute. Further information used for selection to the list is provided by completion of the Great Place to Work® Culture Audit®, a two part management questionnaire that covers item such as employee demographics (i.e. number of employees in the U.S., voluntary turnover, ethnic breakdowns, tenure, etc.), general information about the company (i.e. year founded, revenues), and benefits and perks offered to employees (i.e. on-site fitness center, adoption assistance, number of holidays). The second part of the questionnaire asks open-ended questions that give the members of the company an opportunity to share various aspects of their culture with Great Place to Work® Institute.

According to Jeffrey Davidson (1987) in his book *Marketing to the Fortune 500 and other Corporations*, the corporations listed in the Fortune 500 and Fortune's 100 Best Companies to Work For are grouped into 26 industrial categories:

Figure A: Jeffrey Davidson's (1987) *Categories of Fortune Companies*

Aerospace	Metals
Apparel	Mining, Crude Oil Production
Beverages	Motor Vehicles and Parts
Building Materials	Petroleum Refining
Chemicals	Pharmaceuticals
Computers, Office Equipment	Publishing, Printing
Electronics	Rubber Products
Food	Scientific and Photographic Equipment
Forest Products	Soaps, Cosmetics
Furniture	Textiles
Industrial and Farm Equipment	Tobacco
Jewelry, Silverware	Toys, Sporting Goods
Metal Products	Transportation Equipment

*Fortune* magazine is known in the financial world as a standard in ranking companies on various scales. The sample of Web sites for this study is selected from a systematic sample based on a random start of the number three to choose 100 companies included in the *Fortune 500* rankings of 2004. The population is drawn from every 5<sup>th</sup> company on a random start of 3 and examined against the 100 companies listed as *Fortune's 100 Best Companies to Work For* list of 2004. The exception is when there is a duplicate company from the *Fortune 500* list that is also listed on the *Fortune's 100 Best Companies to Work For*, in this case the company on the *Fortune's 100 Best Companies to Work For* list remained and the previous company in numeric order on the *Fortune 500* list was the replacement on the *Fortune 500* list. This process ensured that there were no duplicate companies in this study.

### Assumptions

It is suspected that *Fortune's 100 Best Companies to Work For* have already climbed onto the Internet bandwagon and are showcasing their organization's strengths in the following areas: Web site recruiting tools, corporate mission statements and core values, community relations programs, and work-life balance programs. The rationale for supporting the investigation for each of these variables follows in the literature review.

### Definitions

For the purposes of this study, this author focused on one definition of organization. Throughout, the study used Richman and Farmer's (1974) definition of organization as: "a set of interdependent parts and people that together make up a whole" (p. 49). This can also be thought of as a company.

The study used the definition of organizational image expressed by Smart (2001) as a concept emphasizing how an organization wishes to be perceived by its owners, its customers, its employees, and the community

Company culture in this study was defined by Smart's (2001) definition, "the way of life followed consciously or subconsciously in the day-to-day activities of the organization" (p. 76).

Falcone's (2002) definition of employment branding was used as a company's ability to distinguish itself from its peers.

## Chapter II

### **Literature Review**

#### **Key Concepts**

In this conceptualization, the triangulation of the following three factors will provide a basis of study: branding organizational image and culture on the corporate Web site, attracting potential employees via Web recruiting tools, and the desirability of benefits and work-life balance that stimulate employee motivation. All three concepts share the responsibility of attracting social capital (intellectual property) to build the profit and productivity of the company. Those looking for employment often seek establishments that have a good reputation, make it easy to apply, and are conscious of their circumstances outside of work and attempt to help the employee balance his or her life in respects to social and work situations.

To begin, D.S. Pugh (1971) described organizations as intricate human strategies designed to achieve certain objectives. The objectives are postulated to be achieving its goals, maintaining itself internally and adapting to its external environment. Richman and Farmer (1975) describe an organization as: “a set of interdependent parts and people that together make up a whole because each contributes something to and receives something from the whole. This whole, in turn is interdependent with some larger environment” (p.39). Organizations are complex and unpredictable because people make up the organizations. As Ramo (1980) stated: “each individual in the corporation is a bundle of competence and incompetence, cooperation and lack of it, zeal and disinterest. The problem in part is to organize and to enhance the positives and minimize the



negatives” (p.43). For an organization to be successful, it must constantly struggle to keep its most valuable assets (the employees) motivated and productive.

### Employment Branding on the Web

It is important to attract the right type of job candidates for a company by presenting a appropriate corporate image on a Web site and keeping in mind Breakenbridge’s (2001) three “i” theory of Cyberbranding. “The first ‘i’ is information . . . information that an audience expects from a brand in cyberspace. The second ‘i’ is interactivity, that hands-on experience that adds a new dimension. . . The third ‘i’ is instinct, to avoid emulating another company’s Web site branding” (p. 52).

Information, or the first “i”, is vital because this is what attracts a prospective employee to the Web site in the first place. But once the job seeker is at the Web site, the second “i” interactivity comes into play. With easy navigability a Web site is much more user friendly and the potential employee could find the information he or she is looking for. A company Web site can be considered interactive by adding features such as Frequently Asked Questions (FAQ’s), sitemaps, or online resume submission.

As indicated by Falcone (2002), structuring an online ad is like transferring a recruitment brochure that you share with prospective new hires in the interviewing process to the Internet. It could easily be adapted into an online job ad. You should provide information such as:

- Company history and recent news
- The hiring process
- Benefits information
- Employee services and other perks

When designing or updating a company Web site, there are some general guidelines that should be followed and some caveats to look out for. Falcone (2002) specified the following:

- Place a link to company-wide job openings on the home page so that they are immediately visible to viewers.
- Balance content with design and maintain a visual appeal by providing quick and easy navigation and avoiding slow-loading graphics.
- Organize your Web page's recruitment site by job function, geographic location, or business unit.
- Make searching for job openings easy: if you have more than twenty-five job postings listed on your Web site, break them down into functional categories; if you have more than 100 jobs, make them searchable.
- Update job openings weekly and avoid internal "jargon" that outside candidates won't understand.
- Include in a navigation button on your home page called the "Life at Work" section as much information as you can about your corporate culture, benefits, work environment, and what make your company unique; other buttons might focus on company achievements, interactive self-assessment tools.
- Refer-a-friend promotions.
- Consider offering an online resume builder service that allows candidates to customize their resumes and helps your department route data directly into your proprietary database.

Following these bulleted highlights, Internet speed, and easy access are crucial to interactivity. Too much text is a turnoff; too many graphics may slow the loading process down to the point where visitors are turned off.

The instinct, referred to as Breakenbridge's (2001) third "i", is what makes a particular company stand out from the next. The look and feel of the company Web site will affect the perception of the viewer by adding graphics, color, or feature that represents the companies character and provides a feeling for the visitors. By

successfully showcasing what a company stands for, a company can brand a valuable first impression.

In his study, Walker (2001) discusses that in the new age of online recruiting, the company's Web site is becoming the foundational medium—it can be referred to in print or broadcast ads and can be updated easily, as needs change. It can provide links to other Web sites to further extend its reach. The Web's huge capacity permits the inclusion of information on employee benefits, training and developmental programs, financial performance, strategic business plans, and corporate leadership as well as links to other sites describing and showing what it's like to live in locations where the company has vacant positions.

### Organizational Image and Culture

The character and brand of a corporation has a big impact on the performance of its employees. This social architecture is the framework determining whether an organization is thriving or unsuccessful. As described by Goffee and Jones (1998), and organization's culture can be defined as “the balance between solidarity and sociability” (Goffee, p. 21). Somewhere in the elusive concept of corporate culture lies the main source of competitive advantage against the opposition. Employees make a corporation. A corporation's culture can help or hinder its progress towards profitable earnings.

Barnard's (1938) cooperative system defines an organization as “an entity where cooperation is conscious, deliberate, and purposeful.” This identifies a corporation as being a living organism comprised of different departments, management teams, and employees. Much like the human body, if one of these sections is dysfunctional, it will

maintain the performance of the entity as a whole. An early theorist, Chester Barnard (1938), recognized human motivation as crucial to the productivity of a corporation. In his research he identified the most significant component of a prosperous company is a set of core values or a collective purpose.

In Smith's study (2001), a mission statement that spells out the company's goals, purpose, and beliefs is an excellent tool for increasing alignment for workers. A good example of a clearly articulated set of values and beliefs that helps create a high-retention culture comes from a specific software company. Its clear mission, purpose statement, and set of core values and beliefs put this software company in a better position to attract the kind of employee who will thrive in its environment.

Company culture is the foundation on which a company's image to its present and prospective employees is based on—the way of life followed consciously or subconsciously in the day-to-day activities of the organization. Smart (2001) discusses how corporate culture is often expressed formally in the company mission statement, and in directives from the executive committee or board of directors. But more often, the true corporate culture is manifested informally. It develops slowly and imperceptibly over time and becomes ingrained in the behavior of everybody in the organization. To assure that a company will become an employer of choice, the true corporate culture must be uncovered. Smart (2001) continues to discuss how organizational culture is not limited to what is written in a formal statement. Much of what becomes culture develops slowly and imperceptibly over time and becomes embedded in the behavior of everybody in the organization.

### Attracting Job Candidates

Effective recruitment materials must first attract the attention of potential applicants, and then persuade them to act (i.e., to apply). When considering online recruiting in the information age, one must consider the potential applicants that a Web site must attract. According to Castells (2001) this kind of labor must be highly educated and able to take initiatives. Companies, large or small, depend on the quality and the autonomy of labor. Quality is not simply measured in years of education, but in the type of education. Labor in the new Internet economy must be able to reprogram itself, in skills, knowledge, and thinking according to changing tasks in an evolving business environment. Corporate Web sites must be able to reach this highly educated audience and speak the language that they are receptive to.

But Falcone (2002) warns that there could be serious limitations for companies that rely only on the Internet as means of recruitment:

- Women and minorities may not have equal access to Internet resources; as a result, your diversity recruitment efforts may be curtailed.
- Breaches of privacy may occur due to resume sharing by companies and headhunters once resumes are posted on the Internet.

Increased quantity may not translate into better quality; shotgun, easy-access resume posting opportunities for candidates, although convenient, may increase the amount of time a company needs to spend in the screening and selection process.

According to Walker (2001) Web-based technology has created a global employment office for companies seeking applicants from outside the organization, and from internal staffing. Employers need to ask, “what is going to keep people ‘stuck’ to

the site?” The answer is, interesting information communicated with graphics, because as good as the words might be, they are visually dull. And in this high-tech world there is one thing that has not changed—a picture is worth a thousand words. By inserting images that show a company’s environment or employees, a job candidate may find the company as an enticing place to work.

An organization’s recruitment tools operate via their ability to attract job candidates. While part of this involves simply attracting the candidates’ attention (Koch, 1990) another important aspect is the ability to communicate content. Specific areas that have received research interest include compensation, diversity, and work-life balance. Rynes (1991) and Breugh (1992) use the concept of signaling theory to explain how organizations signal prospective employees about life in the organization. Of course the goal of such signaling is to provide a sort of realistic job and organization preview so that the prospective employees can more accurately decide whether to apply to an organization.

Barber (1998) discusses that “real world applicants” do not start out as “blank slates” from a recruitment standpoint; rather, they often have some impression of employing organizations even before they are exposed to recruitment materials. These general impressions have been referred to as organizational images and are related to the organization’s ability to attract applicants.

Walker (2001) also discusses the importance of being credible by insisting that messages must include more than rosy projections of the company’s future and its idyllic working environment. It must present specific information about the working

environment, educational and developmental opportunities, competencies being sought by the organization, when and why they are needed, how success will be measured, how employees are rewarded for performance, and whatever collateral information the company wishes to list.

### Benefits and Employee Motivation

Getting commitment from employees is fundamental to the success of a company. When using a humanistic approach, a manager can be aware of the needs an employee may have. Because each individual worker has personal goals and objectives, an employee should be sensitive to what motivators to use to keep an employee satisfied with his or her job. A clear understanding of the differences between motivators and maintenance factors (luxury perks a company offers to keep employees happy) helps managers select motivators that connect with individual workers' needs. Sohn (1999) says these maintenance factors "can prevent motivation from occurring" (Sohn, p. 59). Dissatisfying work conditions can restrict the capacity of workers to perform and their motivating to do so. The elimination of dissatisfying work factors does not automatically create a satisfying and motivation work climate. A company must keep in mind that each employee is an individual with different motivators. Corporations must understand what an individual employee's needs are to choose effective motivators. Because managers often have a set of motivators different in priority from those of workers, it is important for an employee to be in tune with the needs of the subordinate.

According to Schein (1980), one of the major dilemmas of organizational psychology arises because policies and practices that ensure organizational effectiveness

may often leave individual needs unsatisfied, or worse, create problems above and beyond the ones people brought with them. Employees may become alienated, insecure, and bitter if the organization fails to fulfill minimum needs for security, maintenance of self-esteem, and opportunities to grow and develop. The fundamental question that Schein's (1980) study asks is: How can organizational policies or social practices be developed which will permit some reasonable matching of human needs and organizational demands? It is the company's responsibility to create policies that will satisfy the needs of employees and foster an ideal working environment.

Jeffrey Pfeffer (1982) in his book *Organizations and Organization Theory* discusses the variation of the expectancy theory – the instrumentality theory is the hypothesis that the behavior of an individual is in part determined by (a) his expectations that the behavior will lead to various outcomes and (b) his evaluation of these outcomes. A company employee's behavior is usually motivated by an expected reward or self-satisfaction. According to this theory, if an employee knows that his efforts will result in a desirable outcome, he is more likely to achieve his goal.

Motivation is usually aligned with the need to achieve, the need to influence others, and the need to be liked by others. Sohn's (1999) theory defines frustration as unmet needs. When a manager recognizes that an employee is frustrated with his or her current work situation, this is an opportunity to positively react to the predicament and make a more desirable circumstance. Each employee is different and managers must recognize what role the employee plays in the company. Sohn (1999) suggests that "A good manager knows that each perception is selective, in that each person highlights for



attention those aspects of a situation that reinforce or appear consistent with that person's beliefs, attitudes, and values" (Sohn, 61).

Smart (2001) defines satisfiers, as the factors workers require from a job in order to expend even minimum effort in that job. These factors include working conditions, money, and benefits. After employees are satisfied, however, just giving them more of the same factors does not motivate them to work harder. What most people consider motivators are really just satisfiers. Smart (2001) then defines motivators as the factors that stimulate people to put out more energy, effort, and enthusiasm in their work and more commitment to the company. It is these satisfiers and motivators that must be recognized and dealt with by the organization to make the employees productive.

In their book *Management and Organizations*, Richman and Farmer (1974) discuss human motivation and human needs as dependent on three basic factors: (1) characteristics of the individual, (2) characteristics of the job, and (3) what happens to the individual at work. The successful company leader will look for ways to lead and motivate others effectively in ways that help satisfy their more important and potent needs. This involves getting to know and understand those he leads and motivates through personal contact, two-way communication, observation, and interaction. In agreement with Pfeffer (1982) and Sohn (1999), Richman and Farmer (1974) insisted, "at the heart of the leading and motivating process is getting to know individual personal goals and related needs" (Richman, 374).

Unsatisfied needs at any level produce tensions within the individual, motivating him to behavior he thinks will relieve the tension. The expectation that a certain behavior

will satisfy the need, and not only the potency of the need, tends to be a key motivating force. When the individual is unable to satisfy the need, he experiences frustration.

Reactions to frustration can vary from person to person, and also in different situations for the same individual. According to Richman and Farmer (1974), an employee with unmet needs “may react in a positive or constructive way, or in a negative or defensive manner. If an employee is dissatisfied with his job, he may try to get a better one, he may become an informal leader at work, or he may look for recognition off the job by seeking elections to a leadership post in a social club or civic organization” (p.64).

Producing a quality product is one of the key contributions an employee can bring to a company. When employees see meaning in their work, they are able to be creative and react constructively to potentially negative situations. When employees have motivation and positive energy to do their job, they produce innovative work that augments the company’s profit. Sohn (1999) explains, “motivation—because it can be understood and managed—can be planned” (p. 73). A manager must be able to evaluate the production levels of subordinates to identify those with motivation problems. Once identified, there are many combinations of solutions to motivation problems.

Managers face the challenge of finding good employees, training them to do the job, and developing them to assume larger responsibilities. Also, employees face the challenges of finding a good job, learning how to do it well, and developing the skills and support needed to move up in the company. Michael Thomas (1999), in his book *Getting Commitment at Work*, noted that “we focus on hiring, training, and development because these are the critical processes that create people’s initial and enduring beliefs about

whether their employees and managers are committed to them” (p.54) In turn, those beliefs largely determine the level of commitment that people will give to their managers and employees.

The intellectual property that employees contribute to the companies in this study is the most valuable resource. What enticements do these companies in this study provide to attract potential employees and promise an environment that will foster motivation, innovation, and satisfaction? Employers must provide sufficient compensation and benefits to meet the needs of their workforce.

In their book *The Truth About Burnout*, Maslach and Leiter (1997) discuss an organizational approach to burnout and engagement and the great potential it has for bringing about effective change. They discuss the following three positions: 1.) An organizational approach addresses the problems of a group of people instead of focusing on one individual at a time. As a result, the approach is more cost-effective and builds in mutually supportive processes. 2.) by improving overall human resource management, an organizational approach enhances productivity as well as the quality of staff members’ work-life. 3.) an intervention at the organizational level that enhances the functioning of a work setting has a better chance of promoting job engagement.

### Work-Life Balance

To attract and retain top-level employees, more and more employers are turning to work-life programs that assist employees with balancing the demands of their personal and professional lives. Companies have come to recognize that increasingly employees are complaining about not having enough time for family, personal needs, community

involvement and household tasks – while work demands continue to increase. According to Smart (2001), successful companies are reaping more than financial rewards from work-life programs. Work-life balance solutions can foster the three key characteristics common to *Fortune's 100 Best Companies to Work For*. Those characteristics are: engaging employees in business; creating a supportive and inclusive company culture and environment; and giving greater consideration to their employees' quality of life.

In their book *Pay People Right*, Zingheim and Schuster (2000) discuss their theory of total rewards. Total rewards signifies that a company considers and coordinates all forms of rewards when making a decision about compensating people relative to their overall worth to the company. Total rewards involve many facets of work-life that are critical to building an effective enterprise. Developing and investing in people's future, offering exciting and challenging work, having excellent colleagues and leaders, and being part of the company's compelling future are all elements in total rewards. It's clear that people work for more than money. Because of this fact, it is essential to integrate everything concerning total rewards, such that the combination: (1) supports the role the company wants people to play in helping make the business a success and (2) defines how the workforce shares the results of organization success.

Zingheim and Schuster (2000) view total rewards in any company as having four interlocked and directly related components (*Figure B*); two of them, total pay and a positive workplace, are at the foundation because how people are paid and how they view the work environment are essential to attracting and keeping individuals. However, these two components are not enough during times of stiff global competition and an

imperative to grow profitably, and when companies must understand the value the workforce brings to the table of company success. Businesses must also consider providing the individual-growth component to make people increasingly valuable, and the component of a compelling future such that people have opportunities to continue adding value to the company.

Figure B: Zingheim and Schuster's Outline of Total Rewards

<b>Individual Growth</b>
Investment in people
Development and training
Performance management
Career enhancement
<b>Total Pay</b>
Base pay
Variable pay, including stock
Benefits or indirect pay
Recognition and celebration
<b>Compelling Future</b>
Vision and values
Company growth and success
Company image and reputation
Stakeholdership
Win-win over time
<b>Positive Workplace</b>
People focus
Leadership
Colleagues
Work itself
Involvement
Trust and commitment
Open communication

Smart (2001) also discusses how work-life solutions have become a major new benefit, supplementing health care and 401(k)s. These employer-sponsored programs help employees balance their work and home responsibilities, and enhance employees'

overall quality of life. These programs can boost employee loyalty, morale and productivity, which in turn can improve the company's bottom line.

In his book *Smart Staffing*, Wayne Outlaw (1998) comments on compensation including not only salary, but also all other benefits or financial incentives. He discusses the importance for management to monitor satisfaction with financial incentives, both internally and externally. To keep top employees, a company will need a strong, well-designed package of financial incentives that not only matches but also leads the market, with innovative benefits and rewards and the promise of a secure financial future.

In keeping with Smith's (2001) study on retaining employees, the high-retention workplace provides a combination of both hard and soft benefits that allows increased flexibility and productivity. Productivity and retention go hand in hand. Allowing employees to become more productive will ensure they stay with the company longer. Together, these benefits promote a work environment that builds greater loyalty. For high-retention workplaces, they sky's the limit when it comes to inventing creative new benefits.

Smith (2001) explains how benefits have a lot to do with loyalty, even though the concept of benefits has changed over the years. Once, loyalty meant lifelong commitment to the organization, no matter what. Today, people view their loyalty as transferable – portable. Loyalty lasts as long as an employee feels the organization is providing for his or her needs.

## Overview and Hypotheses

Each of the theories highlighted in this literature review are interdependent. The common thread that binds them is that the Internet can be used by companies to promote a positive corporate image that attracts potential employees to apply for positions based on the evidence of a positive corporate image and work environment, as well as attractive compensation and benefits. A company's culture is perhaps the single most powerful force for cohesion in the modern organization. Leaders can influence the way cultures evolve, positioning their organization on the Internet for sustained competitive advantage. In other words, how leaders diagnose and think about competitive conditions and business opportunities affects the organization's management style and, ultimately, performance. A positive company culture reflected on corporate Web sites can peak the interest of job seekers and motivate them to apply to be part of an organization. The ways in which Internet consumers perceive an organization's Web site can affect the company's overall reputation and attract potential employees by highlighting the quality of life the company presents. A company's Web site can project a vision of what the company's work environment is like and can make an impact by attracting potential employees and retaining its current employees to sustain a long-term edge over the market. On-line recruiting can help brand a positive company image, showcase employee benefits and programs, and display employee morale programs that emphasize employee individuality, innovation, and productivity.

*Hypothesis One (H1): Fortune's 100 Best Companies to Work For will be significantly more likely to contain Web site recruiting tools, corporate mission statements and core*

*values, community relations programs, and work-life balance benefits on their corporate Web site than will Fortune 500 companies.*

According to Walker (2001) the World Wide Web can vastly expand an organization's ability to search for talent and present itself as an employer. Because of the Internet, employers can put more company and job information in the hands of job seekers more than ever before. Many potential employees view crucial information about a company and its offerings online. Smart (2001) describes how corporate culture is often expressed formally in the company mission statement, and in directives from the executive committee or board of directors. An organization's Web site can create that valuable first impression and set the tone and the ability of an organization to attract and even retain the right people.

*H1 a: Fortune's 100 Best Companies to Work For will be significantly more likely to contain Web site recruiting tools on their corporate Web site than will Fortune 500 companies.*

Through Web site recruiting tools featured on a Web site such as a job search engine, online resume submission, and a site map for easy navigation, a potential job applicant can locate a desired job opening and easily apply instantaneously. This is how an employer can create a very turnkey approach to invite candidates to apply for a job opening at their company. By providing information about the open employment requisitions, and making it possible for individual job-seekers to start an online profile encourages that job-seeker to return to the Web site or be notified when the most attractive job comes along. The Web site recruiting tools provide the functionality and ease of use of this section of the Web site, and are crucial for the job applicant. If the



process for applying for a position is difficult or distant, the potential employee may not apply. Also, if a company does not have a section for online submission of resume, the company will seem “low tech” in comparison to its counterparts, making the first impression of the company seem like an undesirable place to work.

*H1 b: Fortune’s 100 Best Companies to Work For will be significantly more likely to contain references to a corporate mission statements and core values on their corporate Web site than will Fortune 500 companies.*

According to Smart (2001) corporate image is dictated by a vision determined by the founder. This mission is taken very seriously and has kept the company and its employees focused on this primary goal.

Smith (2001) expresses how a mission statement that describes the company’s goals, purpose, and beliefs is an excellent tool for increasing alignment for workers. It is believed that a mission statement and core values can help unify the employees of a company so they are working towards the same goals.

Jones and Kahaner (1996) describe corporate mission statements as serving “the operational, ethical and financial guiding lights of companies” (p.ix). To the extent that corporations succeed in publicizing their missions and persuading employees to buy into them, they have enhanced their organizational effectiveness. Signaling theory suggests that prospective employees who receive information from companies during the recruitment process regarding the companies goals, cultures, and general philosophies of doing business will tend to be more self-selective to applying to companies that best fit their personal goals and philosophies.

*HI c: Fortune's 100 Best Companies to Work For will be significantly more likely to contain references to a Community Relations program on their corporate Web site than will Fortune 500 companies.*

Prospective employees are able to form impressions of a company's image and attractiveness in other ways. A company's community outreach program or corporate social responsibility program provides another excellent means for gathering this type of information. Kanungo and Conger (1993) took the potential benefits of community relations to the ultimate level when they hypothesized about its potential relationship to organizational effectiveness. They stated that companies that engage in greater degrees of corporate social responsibility have higher levels of organizational performance and effectiveness.

*HI d: Fortune's 100 Best Companies to Work For will be significantly more likely to contain references to work-life balance programs on their corporate Web site than will Fortune 500 companies.*

There is a growing demand for work-life balance policies among job-seekers. Younger workers are much more likely to request this type of balance than were their parents or grandparents. Also, companies are responding to the increased demand for work-life balance policies because they believe it helps them attract applicants.

Zingheim and Schuster (2000) discuss how the benefits to work-life balance such as wellness programs, childcare, backup childcare, and elder care are a win-win because the company keeps the individual at work and the individual has the opportunity to

address a personal concern while on the job. Convenience benefits such as casual dress, personal use of a company PC, and onsite concierge services also enhance the workplace.

Of the elements in Zingheim and Schuster's (2000) total pay theory, recognition and benefits most address individual need and preference. Sound recognition that acknowledges outstanding contributions to the business customizes the reward based on individual preference—for example, a sporting event for someone who likes sports. Flexible benefits, PTO (paid time off), and 401(k) investments offer individual choice. Such benefits help with the flexibility needed by a diverse, multicultural workforce made up of generation Xers, baby boomers, and gray eagles. However, in a total reward strategy, the company must bridge differences to encourage forming a cohesive workforce that shares goals to accomplish results.

Smith (2001) in his study indicates that as lives grow more complex, people want greater flexibility. That's why the majority of American workers prefer nontraditional jobs where they can work at home, work part-time, or drop in and out of the workforce. Especially for employees juggling the demands of work and family—be those young children or aging parents—employers that offer jobs with flexibility and control are highly desirable.

Even workers with fewer responsibilities want flexibility. Young workers value time for education and development. Besides health insurance and adequate pay levels, older workers want time for friends, family, and travel. It follows, then, that to attract and keep a good workforce, a company must offer benefits that are competitive, flexible, and customized to the individual needs of the employee.

It is suspected that *Fortune's 100 Best Companies to Work For* will not only be more likely to have work-life balance policies, it is believed that they will be more likely to publicize them on their Web sites.

## Chapter III

### Method

#### Method Used

After drawing out the guidelines and recruiting features desirable in a corporate Web site based on the existing literature, they were tested on organizational Web sites. The author set out to find if organizations were aware of the desirability of these features and whether they were implemented by existing Web sites. The two hundred Web sites of companies included in the Year 2004's *Fortune 500* rankings and *Fortune's 100 Best Companies to Work For* were chosen for a content analysis. This non-intrusive method was most suitable for observing the presence/absence of these features of Web sites.

#### Strengths of Content Analysis

The quantitative method of content analysis was best suited, for the purpose of the research questions. Content analysis was chosen as the primary method for this study as the nature of mediated communication under study is well suited for it, and affords a great degree of reliability. This author distilled variables based on the literature review. These variables were used to evaluate the 200 Web sites that were studied. The variables are operationally defined on the following page. The amount of data involved necessitates the use of the method of content analysis.

Content analysis is an unobtrusive method that does not alter or interfere with any of the things being researched. Baxter and Babbie (2004) included web pages among other forms of communication that lend themselves to content analysis. He explained content analysis as "the study of recorded human communications."

### Weakness of Content Analysis

The method of content analysis has its drawbacks. Besides being limited to the data recorded, it is not strongest in terms of validity. The richness and depth of data obtained by qualitative interviewing is lacking in content analysis. For the purpose of this study, the method of content analysis did not throw light on the way in which organizations used the information gathered from publics on their Web sites.

### Scope

This study was carried out in a limited time frame of three months from July 2004 to September 2004. As organizations and their Web sites are continuously evolving, the present study is inadequate to draw conclusions about specific organizations. The Web sites of a random sample of 100 companies included in the *Fortune 500* rankings were examined, along with *Fortune's 100 Best Companies to Work For* list for 2004. Inclusion in the *Fortune 500* implies a high level of fiscal success. The Web sites studied represent organizations that have ample resources at their disposal.

Due to time constraints, this study does not reveal whether organizations respond effectively to queries or resumes received through their Web sites. Also, this study did not inquire whether the information collected through cookies is put to any use by organizations. No information was collected on whether organizations have dedicated, trained staff members to maintain their on-line recruitment efforts.

### Variables Involved

Based on the literature review, several characteristics were distilled to examine the extent to which the corporate Web site is used as an online recruitment tool. The

Web sites in this study were coded for presence/absence of Web site recruiting tools, corporate mission statements and core values, community relations, and work-life balance programs and benefits. The branding for online recruiting of the company also includes ease of interface, use of graphics, and the Web sites look and feel. The following features were coded as 1 (one), if they were present on a Web site and 2 (two) if they were absent:

Web Site Recruiting Tools. These features were coded for the recruiting element of the corporate Web site. The presence of these features demonstrates the desire for a company to create a good experience for a job seeker by making the Web site easy to navigate and providing tools to make the job search easier. (1) job search engine or job listing of available positions; (2) register with the company and receive alerts for new jobs; (3) opportunity to submit resume online; (4) job cart keeps a record of previously viewed job postings; (5) college recruiting section; (6) graphics showing the work environment or employees at work; (7) listings of recruiting events; (8) Frequently Asked Questions (FAQ) section; (9) sitemap for easy navigation.

Corporate Mission Statements and Vision. These are the features that make it easier for visitors to become associated with the company's core values and vision. The researcher examined whether or not the Web site included (10) corporate vision or corporate mission statement; (11) company history; (12) core values; (13) bios and/or comments of key executives; (14) overview of company business and direction.

Community Relations Programs. These features determined the prominence given to the corporate responsibility program. By having an active social responsibility

program, a company can attract employees by showing a commitment to the community they are part of, both locally and globally. Corporate monetary grants and employee volunteer programs could sometimes be a determining factor of why employees choose a company. Most times employees prefer to be aligned with companies that are doing good deeds for the community. These characteristics were looked at: (15) separate web page for community relations; (16) grants given to local non-profit organizations; (17) evidence of employee volunteer efforts; (18) press releases about recent community involvement and grants; (19) and a matching gift program for employees to donate to their favorite charities with a corporate match.

Work-Life Balance Programs and Benefits. Many companies stress the importance of work-life balance. By providing outlets to satisfy employee needs, the company is creating a caring environment for employees to work in. These features determined the distinction given to the work-life programs: (20) diversity program; (21) campus lifestyle/ day in the life of an employee; (22) employee testimonials, (23) 401K Plan; (24) casual dress policy; (25) flexible work schedules or telecommuting programs; (26) training and development opportunities; (27) educational assistance program; (28) fitness center or health club incentives; (29) birth/adoption assistance; (30) employee stock purchase program.

### Research Design

The companies used in this research were drawn from two sources. The first was the *Fortune's 100 Best Companies to Work For* list (<http://www.fortune.com/fortune/bestcompanies>) in 2004. The Web site provides



additional detail on how the companies self-nominate themselves for the prestigious honors. Surveys are sent to random sample of employees from each of the nominated companies. A total of 33, 457 employees completed surveys for the 2004 list. The employees' responses to the Great Place to Work Index accounted for two-thirds of a company's score. The final third was based on *Fortune's* evaluation of the general material that the nominated corporations submitted. The companies on the *Fortune's 100 Best Companies to Work For* list averaged 14,871 employees. The second source was the 2004 list of the *Fortune 500* (<http://www.fortune.com/fortune/fortune500>), detailing the 500 highest revenue corporations in the United States. A systematic sample based on a random start of 100 of the *Fortune 500* companies was selected for the analysis, and these averaged 36,572 employees. Quantitative content analysis of the *Fortune 500* and *Fortune's 100 Best Companies to Work For* Web sites will be carried out between July 2004 and September 2004.

Web sites of companies were the subject of analysis, and web pages the units of analysis. As seen in the previous pages, variables were operationally defined. Operationally defining the key terms of analysis allowed a valid coding system. Web sites were accessed through an Internet cable modem.

To calculate intercoder reliability for the actual study, two coders looked at 10% of the Web sites that comprised the study, numbers 25 through 45 of the *Fortune's 100 Best companies to Work For* list. The coders each had a worksheet of characteristics to look for in the following categories: Web site recruiting tools, corporate mission

statements and vision, community relations programs, and work-life balance programs and benefits. Each category was followed by subcategories that were individually coded.

The formula (Budd, Thorp, and Donohew, 1967)  $R = 2(C_{1,2})/C_1 + C_2$  ( $C_{1,2}$  representing the number of coded category entries both coders agreed on and  $C_1 + C_2$  representing the total number of coded category entries made by both coders) was used to determine intercoder reliability for 10% of the actual study. Intercoder reliability was 91%.

The chi-square test was used as the test of significance to examine the relationship between variables. The independent variables are based on the companies on the two *Fortune* lists. The dependent variables are the 30 Web site features observed. The level of significance to consider an association between the independent and dependent variables was determined to be  $p < 0.05$ .

The findings are presented in the form of tables for easier understanding. Separate tables are displayed for each of the following categories: (1) Campus lifestyle/day in the life of an employee; (2) Employee testimonials; (3) Training and development opportunities; (4) Fitness centers or health incentives; (5) Sitemap to facilitate Web page navigation. The major observations are discussed, followed by the detailed table.

As an experienced rater and Internet user, the author will randomly review the Web sites for each of the 200 participating corporations. The author thoroughly reviewed each site and complete a checklist to indicate whether or not the key elements of interest

(i.e., Web site recruiting tools, corporate mission statement, community relations program, work-life balance policy, and others) were present.

## Chapter IV

### Results

The results of this study show that the overall statistical analysis of the *Fortune 500* and the *Fortune's 100 Best Companies to Work For* only supported two of the major hypotheses. Of the four broad areas (1) Web site Recruiting Tools; (2) Corporate Mission Statements and Vision; (3) Community Relations Programs; and (4) Work-Life Balance Programs and Benefits, the only significant differences between the *Fortune 500* and the *Fortune's 100 Best Companies to Work For* was found in the Web site Recruiting Tools and the Work-Life Balance Program categories. However, although there was no statistical difference in their use of company strategy and vision, or community relations programs, the analysis found statistically significant differences in the way the two groups of companies use Web site recruiting tools and promote work-life balance programs. The hypothesis, that *Fortune's 100 Best Companies to Work For* would be significantly more likely to contain Web site recruiting tools on their corporate Web site than will *Fortune 500* companies was supported in one of the nine categories. The hypothesis, that *Fortune's 100 Best Companies to Work For* would be significantly more likely to contain references to work-life balance programs on their corporate Web site than will *Fortune 500* companies was supported in four of the eleven categories.

In many of the studied Web site attributes, there are hardly any differences present between the *Fortune 500* and *Fortune's 100 Best Companies to Work For*. These results show that the size, revenue, resources, manpower, is not the most important factors when recruiting potential employees. Although the *Fortune 500* companies are

among the biggest, most profitable, and most powerful companies in America, they may not be using their corporate Web sites in the most effective ways to attract employees. It is true that many of *Fortune's 100 Best Companies to Work For* did not even make it on the *Fortune 500* list, but many of them include valuable information on their Web sites about their companies that will peak potential employees' interest and represent the companies in positive ways.

**TABLE 1:**

*Fortune 500 and Fortune's 100 Best Companies to Work For Use of: Sitemap to Facilitate Web Site Navigation*

Features	1	2	x2	Prob
	n=100	n=100		
Present	39%	58%		
Not present	61%	42%	7.277	.011

Note. The two categories are respectively: (1) *Fortune 500 Companies*; (2) *Fortune's 100 Best Companies to Work For*

As Table 1 indicates that *Fortune's 100 Best Companies to Work For* more frequently offer the assistance of a sitemap on their Web sites to promote easier navigation for job seekers on their Web site than do *Fortune 500 Companies*. In fact they are very likely – 58% to 39%. This difference is statistically different, with the level of probability being .011.

On the Intel Web site, the corporation uses a “Job Site Map” to help visitors locate information on the Jobs at Intel site. This site map lists sections titled: job tools, global portal pages, help and tutorials, and other various topics. By employing the help of this Internet recruitment tool, potential job candidates can pinpoint the topic they are looking for and easily plot a course to the appropriate section.

AstraZeneca, the world's fourth-largest drug company can boast a Web site that exercises the site map tool by always listing it on the side of the web page you are

looking on in the “Quick Links” section. Once the visitor jumps to the site map page, the company’s main categories are laid out in a manner that is very easy to interpret. A job seeker can quickly find the category he or she is looking for without wasting any time. Also clearly displayed on their Web site are the corporate values, company information, high-level business descriptions, and more.

**TABLE 2:**

*Fortune 500 and Fortune's 100 Best Companies to Work For Use of: Campus Lifestyle/Day in the Life of an Employee*

Features	1	2	x2	Prob
	n=100	n=100		
Present	17%	36%		
Not present	83%	64%	9.267	.004

Note. The two categories are respectively: (1) *Fortune 500* Companies; (2) *Fortune's 100 Best Companies to Work For*

As Table 2 indicates that *Fortune's 100 Best Companies to Work For* are significantly more likely to display their Campus Lifestyle/ Day in the Life of an Employee on their Web site than are *Fortune 500* Companies. In fact they are nearly twice as likely 36% to 17%. This difference is statistically different beyond the .004 level of probability. Across rankings and industries, campus lifestyle and day in the life of an employee sections were present in 26% of the sites.

Milliken, a 138-year-old textile manufacturer that makes everything from Major League Baseball uniforms to tennis-ball fuzz, puts a major emphasis on the day in the life of employees on their corporate Web site. They have a link in their career opportunity section called "associate profiles" in which employees share stories about how they are learning, growing, and advancing their careers with Milliken. Engineers, researchers, and



senior managers are featured—all are genuine individuals with a desire to excel. To learn more about each employee's experience at Milliken, the viewer just clicks on his or her picture.

Among the companies seen as having this characteristic on their Web site, Wegman's Food Markets had a hyperlink for each of the departments in their family-owned supermarket chain. When a Web site visitor chooses a department such as the bake shop, central kitchen, meat shop, distribution, pharmacy, or culinary, one can read about the responsibilities of the department and see graphics of the work environment of each department.

The top-tier investment firm Goldman Sachs offers job seekers the ability to peek into the "Day in the Life" of employees. Goldman Sachs believes that there is no one better to describe what life at is really like at his or her company than the people who work there. The "Day in the Life" profiles that potential employees find when visiting the Web site gives an hour-by-hour breakdowns of activities as told by Goldman Sachs' employees. The site visitor must select the area of the business or a region of the world in which they would like to view from the drop-down menu in the upper-right-hand corner of the page. Then the visitor may view the employee's name, title, and a description of their day, hour-by-hour, in the employee's own words.

**TABLE 3: *Fortune 500 and Fortune's 100 Best Companies to Work For* Use of:**

Employee Testimonials

Features	1	2	x2	Prob
	n=100	n=100		
Present	18%	35%		
Not present	82%	66%	7.201	.01

Note. The two categories are respectively: (1) *Fortune 500 Companies*; (2) *Fortune's 100 Best Companies to Work For*

As Table 3 shows, the use of employee testimonials was found to be significantly more in companies that are a *Fortune's 100 Best Companies to Work For*, than a *Fortune 500* company. While *Fortune 500* companies used employee testimonials only 18% of the time, the companies ranked in the *Fortune 100 Best Companies to Work For* used employee testimonials 35% of the time, again almost twice as many. This feature is used so that job seekers could see what real employees say about the company they work for and what they like about it. This difference is statistically different beyond the .010 level of probability. Companies ranked on the *Fortune 500* list were surprisingly lagging behind in addressing their job applicants with this method.

One company that made it on the *Fortune's 100 Best Companies to Work For* list was Microsoft, a software giant based in Redmond, Washington. On their Web site, Microsoft has a section called "Life@Microsoft" with a section titled "meet our people." Here, the company provides an opportunity for the visitor to get to know the employees

up close and personal, to learn about different departments within the company. There are photographs of 49 employees with their names and titles listed, and by selecting an employee's photo one may view the video testimony or read about their experience on the Microsoft campus. By allowing the visitor to see actual faces of employees and hear what Microsoft's employees are saying about their jobs lets them tell potential employees in their own words about the company. To take it one step further, under the benefits overview section, Microsoft had a video with three employees testifying about the great health benefits the company provided them in their individual times of need. Viewers could potentially relate to these real life human stories – the purpose of the employee testimonials.

Another large company that appeared on the *Fortune's 100 Best Companies to Work For* lists is Procter & Gamble. The company displayed a very eye-catching method of employee testimonials. On several Web pages they have a round, colored bubble that reads "Point of Views—See what our people are saying about P&G—Click here." When the potential job applicant clicks on the bubble, a picture of a P&G employee pops up with a quote about their experience, along with their name, title, and what country the employee resides in.

The Web site of Paychex, a payroll processor, has a document posted to its career opportunity page that has photos of its employees along with a description of that employee's role with the company. The title on this employee testimonial page is "building a career path with Paychex." An interesting thing that makes these employee testimonials different is that the person's career path is noted along with the year they

were in different positions within the company, and where they are now. Quotes about the employee's experience at the company are mentioned alongside the employee's photo and title. This presentation projects the encouragement for employees to climb the ladder and excel at new positions at the company.

**TABLE 4: Fortune 500 and Fortune's 100 Best Companies to Work For Use of Training and Development Opportunities**

Features	1	2	x2	Prob
	n=100	n=100		
Present	38%	64%		
Not present	62%	36%	13.525	.001

Note. The two categories are respectively: (1) *Fortune 500 Companies*; (2) *Fortune's 100 Best Companies to Work For*

As Table 4 demonstrates, *Fortune's 100 Best Companies to Work For* are statistically more likely to exhibit the benefit of training and development at the company than are *Fortune 500* companies. There is a noteworthy distinction when taking into consideration that 64% of *Fortune's 100 Best Companies to Work For* show evidence of training and development opportunities when only 38% of *Fortune 500* companies list it as a benefit for employees.

Plante & Moran, an accounting firm, highlights a buddy system where new recruits are teamed up with seasoned professionals to train and develop them on company processes. The Plante & Moran Web site lists three key elements to achieve the goal of learning: 1.) A desire to learn; 2.) The opportunity to learn; 3.) The initiative to want to learn. This employer seeks professionals who work hard to keep themselves abreast of the latest knowledge, tools, techniques, and opportunities available to them as professionals. Additionally, the firm provides a variety of programs to assist in this

"continual learning" process. Plante & Moran's desire to maintain a well-trained and educated staff is an example of the importance that training and development has for this *Fortune's 100 Best Companies to Work For* organization.

Vision Service Plan recognizes that their company's strength is the sum of their employees' strengths. They support career development and provide the tools necessary for their employees' professional and personal growth. VSP offers a competitive education assistance program, encompassing courses and degree programs directly related to an employee's position or general business. In addition, the company provides ongoing internal training programs on management/leadership development, project management skills, communication and interpersonal skills, technical/software skills, and CQI (Continuous Quality Improvement). The Human Resources Department and various other departments within the company maintain corporate training libraries containing educational books, videos and audiotapes on many career related topics. These resources are made available to all VSP employees. This emphasis on training and development tells a Web site visitor that VSP's philosophy is to hire the best candidate for a job and they will train internal candidates before seeking applicants from outside the company.

The wireless tech supplier Qualcomm states the following on their Web site: "You'll always be learning at QUALCOMM!" This employer has a special emphasis on training and development programs such as: approving advanced engineering degree programs on-line at all locations, live classroom sessions, web-based programs and computer-based training in technical and professional areas such as leadership development, supervisory skills, time management. Qualcomm also offers thousands of

related resources available on-line with innovative on-line development tool that allows one to customize employees' professional development and align learning with employee's division goals and objectives. This company boasts on their Web site their award winning Corporate Learning Center that focuses on providing leading-edge learning and development solutions for local, regional, and international offices, as well as a library filled with educational and technical resources are also part of Qualcomm's comprehensive training and development benefits.

**TABLE 5: Fortune 500 and Fortune's 100 Best Companies to Work For Use of:  
Fitness Centers or Health Incentives**

Features	1	2	x2	Prob
	n=100	n=100		
Present	17%	51%		
Not present	83%	49%	25.758	.001

Note. The two categories are respectively: (1) *Fortune 500* Companies; (2) *Fortune's 100 Best Companies to Work For*

Table 5 reveals that companies ranked as *Fortune's 100 Best Companies to Work For* are considerably more prone to show benefits related to health incentives or a fitness center on the corporate Web site than those companies ranked as *Fortune 500* companies. Out of the *Fortune 500* companies, only 17% listed health incentives or a fitness center on the corporate Web site, while 51% of *Fortune's 100 Best Companies to Work For* listed them. The *Fortune's 100 Best Companies to Work For* are three times as likely to show this benefit on their Web site.

By promoting a healthy lifestyle and fitness program to employees, the company shows that their employees have this concern about their mental and physical welfare. SEI Investments includes an on-site fitness center with its benefits. Their on-site fitness center is complete with an array of cardiovascular equipment, free weights, Nautilus and locker room facilities. Many SEI Investments employees also choose to take advantage of



their scenic surroundings by taking a jog on one of the many trails through the adjacent park and woods on the financial firm's 100-acre property.

Baptist Health of South Florida displays employee health services on their Web site including a free pre-employment physical examination, annual T.B. tests, and flu shots. Employees who become ill while working may stop in the health office on the hospital campuses to determine the extent of treatment needed. Fitness rooms are available at no cost to all employees of Baptist Health South Florida. Employee Health Services offers health risk assessments to employees and encourages action plans to reduce health risks. Lectures, training, workshops, and support services are available for such wellness activities as smoking cessation, weight reduction, nutrition, CPR certification, prenatal care programs, and stress reduction. A \$10,000 death benefit is provided to employees who participate in an annual Personal Wellness Profile program.

Along with a state of the art fitness center featuring a variety of aerobic machines, strength equipment, exercise classes and seminars on health and fitness, General Mills offers a Health Services department at the World Headquarters which is staffed by registered nurses and physicians during normal business hours. Employees can use the services for emergency medical care as well as minor injuries and illnesses. Health Services also provides dental and eye examinations, dermatology services, free immunizations, and referrals to physicians and specialists.

### Other Findings

There were particular companies that were listed on both directories of companies that generally have a good practice of showcasing their best attributes to Web site visitors. For the purpose of this study, they were not included in the *Fortune 500* company sample, but only on the *Fortune's 100 Best Companies to Work For*. These companies scored exceptionally well on the list of characteristics that defined this research. A peculiar fact is that most of the companies that scored well are members of this group—both the *Fortune's 100 Best Companies to Work For* and the *Fortune 500* lists.

Another interesting finding is that if the study was judging by industries of the companies in the study, it was found that computer software or hardware companies listed a more comprehensive array of benefits on their Web sites.

## Chapter V

### Conclusion

The results of this study provide a partial basis to support the notion that the *Fortune's 100 Best Companies to Work For* demonstrated more characteristics on their Web sites that would attract potential employees than did *Fortune 500* companies. For the most part, however, the results of this study support many of the notions commonly held by researchers in the areas of employee recruitment and employee motivation regarding the role of the Internet in modern day staffing.

#### Discussion of Findings and Impact on Theory

This section examines the results to answer the research questions and to see if the hypothesis was confirmed. It also discusses the interactions of the research with the main theories that form its source.

The hypothesis that organizations labeled as *Fortune's 100 Best Companies to Work For* would be more likely than *Fortune 500* companies to utilize full potential of their Web sites in the use of Web site recruiting tools, corporate mission statements and core values, community relations programs, and work-life balance benefits on their corporate Web site was partially proven accurate. Overall, the companies in the *Fortune 500* ranking did not employ all the recruiting tools that are essential to attract those seeking employment with the companies in the study. Only one company in this study, IBM (ranked 72 *Fortune's 100 Best Companies to Work For*), employed 29 out of 30 positive characteristics identified in this study; this was the most out of any company.

### Corporate Mission Statements

Corporate mission statements and vision were used by many of the Web sites studied (85% overall). This information provides the job-seeker a sense of corporate values, ethics and history of the company. In many cases, the Web site visitor may have also been given the opportunity to become more familiar with company leaders and the overall company business. It is important for this section to be not only present, but easy to find and navigate. Potential employees can be attracted or distracted by this section. This study found that companies from both *Fortune* groups exercised this practice, and there were no significant differences found in this category. This corresponds with the literature referring to Smith's study (2001) that a mission statement that spells out the company's goals, purpose, and beliefs is an excellent tool for increasing alignment for workers. He states that a clear mission, purpose statement, and set of core values and beliefs put this software company in a better position to attract the kind of employee who will thrive in its environment. Most companies in this study utilize the Web site as a vehicle to promote the corporate mission statement and vision.

### Employment Branding on the Web

The author disagrees with Falcone (2002), who stated that structuring an online ad is like transferring a recruitment brochure that you share with prospective new hires in the interviewing process to the Internet. The study showed that through Web site recruiting tools, the Internet could add a new dimension to conventional recruiting. The Internet ads are much more than transferring a recruitment brochure, but a company can even add a complete Web site dedicated to employment – complete with employee

testimonials, virtual tours of the campus, tips on how to interview, a job cart to keep previously viewed job descriptions, college recruiting sections, etcetera. This study proves that the Web can be used in many different ways to attract job candidates, and many of the *Fortune's 100 Best Companies to Work For* are capitalizing on innovative ways to keep interested parties glued on their site.

It is true that prospective employees are usually aware of a corporate brand before they research jobs at a company. The author agrees with Barber (1998) who noted that most job applicants are exposed to recruitment materials and information about a company before they apply. These general impressions have been referred to as organizational images and are related to the organization's ability to attract applicants. The Web sites researched in this study from both *Fortune* lists displayed an ample amount of material to show the general business direction of the companies, along with quotes from key executives, core values, and mission statements. There was no difference found between the groups with the presence of these key information outlets found on corporate Web sites.

#### Attracting Job Candidates

According to Walker (2001), Web-based technology has created a global employment office for companies seeking applicants from outside the organization. Inserting graphics that show a company's environment or employees may show a job candidate the company as an enticing place to work. This was found to be true in this study for both groups—*Fortune's 100 Best Companies to Work For* and *Fortune 500* companies both took the initiative to add graphics to their Web sites showing the work

environment or employees at work on their Web sites. The author determined that both groups equally use graphics and look and feel to brand their Web sites effectively.

#### Benefits and Employee Motivation

This study shows that companies are making an effort to meet employee needs in order to retain the employees they have and provide incentives to attract candidates that are seeking employment. In agreement with Schein (1980), one of the major dilemmas of organizational psychology arises because policies and practices that ensure organizational effectiveness may often leave individual needs unsatisfied. By filling the minimum needs for security, maintenance of self-esteem, and opportunities to grow and develop, *Fortune's 100 Best Companies to Work For* are keeping their employees satisfied so that they can be productive.

This study strengthens Smith's (2001) study on retaining employees, and that the high-retention workplace provides a combination of both hard and soft benefits that allows increased flexibility and productivity. According to Smith (2001), productivity and retention go hand in hand, and allowing employees to become more productive ensures they stay with the company longer. Together, these benefits promote a work environment that builds greater loyalty. Both companies in this study equally demonstrated hard and soft benefits on their Web sites.

#### Work-Life Balance

This study supports Smart's (2001) claim that work-life balance solutions can foster the three key characteristics common to *Fortune's 100 Best Companies to Work For*: engaging employees in business; creating a supportive and inclusive company

culture and environment; and giving greater consideration to their employees' quality of life. Smart (2001) also discusses how work-life solutions have become a major new benefit, supplementing health care and 401(k)s.

Also, this study endorses Zingheim and Schuster's (2000) theory of total rewards. Total rewards signifies that a company considers and coordinates all forms of rewards when making a decision about compensating people relative to their overall worth to the company. The results of this survey confirm that the companies coined as *Fortune's 100 Best Companies to Work For* place a heavier emphasis on work-life balance programs than do *Fortune 500* companies.

Employer-sponsored work-life balance programs help employees balance their work and home responsibilities, and enhance employees' overall quality of life. This study agrees with Outlaw's (1998) comments on compensation including not only salary, but also all other benefits or financial incentives.

The increase in both Internet recruiting tools and work-life balance programs and benefits as observed in this study, support the theory addressed in the literature review that organizational Web sites can be used as recruitment tools to attract new employees at companies. It was found that both the *Fortune's 100 Best Companies to Work For* and *Fortune 500* lists use the Internet to attract employees by exhibiting a desirable organizational image, employee benefits, and an engaging work environment.

#### Impact on Practice

Use of Web sites in recruiting efforts is largely a matter of an organization's policies, and the skill of the personnel involved in the maintenance of the sites. A Web

site can become an excellent recruitment tool only if the management realizes the importance of building relationships with its publics. Even if a Web site has all the features in place to conduct dialogue with its prospective employees, it would be meaningless if these features were not used to their full potential on a continuous basis. Developing the potential of an existing asset (Web site) will be beneficial for organizations. Even partial implementation of the criteria in this study can assure a Web site that is easily usable and effective when attracting new job candidates. What this study has determined is that even though the *Fortune 500* companies have the financial ability to develop a great Web site for recruiting purposes, it does not always mean that they will utilize this tool. In the same way, companies such as the *Fortune's 100 Best Companies to Work For* that may not be as fiscally successful as the latter, have the opportunity to leverage their success in recruitment efforts on their Web site because it does not necessarily require money to have a good Web site, but a vision and creativity. Regardless, companies should view the corporate Web site as a tool to reach the outside world and show their best assets when appealing to prospective employees.

### Limitations

Corporate Web sites are not static entities, and only continuous research can help monitor their dynamic nature. This study was limited by its time frame of three months from July 2004 to September 2004. As organizations and their Web sites are continuously evolving, the present study is inadequate to draw conclusions about specific organizations. The Web sites researched in this study were drawn from *Fortune's 100 Best Companies to Work For* and *Fortune 500* companies which represent organizations



that have ample resources at their disposal. New companies are chosen for these two lists every year, so results in this study are only pertinent to the lists published in 2004. Also, this study left the smaller organizations that do not have a high turnover outside its purview.

#### Direction for Future Research

A content analysis of smaller companies that would not be eligible to be on the lists examined in this study, using the 30 characteristics integrated by this author can be conducted for comparison with larger organizations or for comparison with this study. This would reveal if the size of a company makes a difference in implementing these desirable Internet recruiting features.

An interesting finding that should be studied further was that childcare was a common work-life balance benefit that appeared on the Web sites studied, indicating that the demographic of working mothers has assumed some degree of power in influencing the modern day employer to consider them as a valuable employee. This finding supports Sohn's (1999) assertion that the employees have needs that are unmet and must be satisfied, and that candidates develop needs that will suit their own professional and organizational purposes. This specific work-life balance benefit was not explored in this research study, but it is a recommended area for future research. A similar study examining child care or work-life benefits for mothers or other special demographics of employees could also be used to make comparisons with the findings of this study.

Another interesting study would be to research the different industry categories of the companies and see if there would be a difference in recruiting efforts among these groups. There is still a question in this author's mind whether the amount of recruitment characteristics would change or increase if analyzed by industry.

As Web sites are evolving entities, it is essential to continue observing them. This study examined the Web sites of only 200 companies included on the *Fortune's 100 Best Companies to Work For* directory and the *Fortune 500* list. A study of all the *Fortune 500* Web sites could be conducted to observe changes in Web sites. Studies could examine if organizations that have online resume submission are quick to respond to applicants. The expectations of Web site visitors could be sought and taken into consideration while evaluating the content and structure of sites. Also worth investigating is how much of an emphasis does each company have on their Internet recruiting function in their total scheme of attracting potential employees. Another direction for future research is to conduct this study with the new Fortune lists published every year to see how Internet recruiting evolves.

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## APPENDICES

Appendix A. List of *Fortune's 100 Best Companies to Work For*

*Fortune's 100 Best Companies to Work For (2004)*

<b>1</b>	J.M. Smucker	<b>26</b>	Griffin Hospital
<b>2</b>	Alston & Bird	<b>27</b>	Sterling Bank
<b>3</b>	Container Store	<b>28</b>	Cisco Systems
<b>4</b>	Edward Jones	<b>29</b>	SEI Investments
<b>5</b>	Republic Bancorp	<b>30</b>	Stew Leonard's
<b>6</b>	Adobe Systems	<b>31</b>	American Fidelity Assurance
<b>7</b>	TDIndustries	<b>32</b>	Valero Energy
<b>8</b>	SAS Institute	<b>33</b>	Amgen
<b>9</b>	Wegmans	<b>34</b>	Starbucks
<b>10</b>	Xilinx	<b>35</b>	Mayo Clinic
<b>11</b>	CDW	<b>36</b>	American Express
<b>12</b>	W.L. Gore	<b>37</b>	VHA
<b>13</b>	Quicken Loans	<b>38</b>	Mitre
<b>14</b>	Third Federal S&L	<b>39</b>	HomeBanc Mortgage
<b>15</b>	Genentech	<b>40</b>	SRA International
<b>16</b>	Milliken	<b>41</b>	Goldman Sachs Group
<b>17</b>	Vision Service Plan	<b>42</b>	Arnold & Porter
<b>18</b>	Plante & Moran	<b>43</b>	Baptist Health Care
<b>19</b>	JM Family Enterprises	<b>44</b>	Hot Topic
<b>20</b>	Synovus Financial Corp.	<b>45</b>	American Cast Iron Pipe
<b>21</b>	Bronson Healthcare	<b>46</b>	Intel
<b>22</b>	Pella	<b>47</b>	Whole Foods Market
<b>23</b>	S.C. Johnson & Son	<b>48</b>	Network Appliance
<b>24</b>	REI	<b>49</b>	Monsanto
<b>25</b>	Microsoft	<b>50</b>	Timberland

<b>51</b>	Baptist Health South Florida	<b>76</b>	Barton Protective Svcs.
<b>52</b>	Fannie Mae	<b>77</b>	Duncan Aviation
<b>53</b>	QuikTrip	<b>78</b>	Intuit
<b>54</b>	Memorial Health	<b>79</b>	Harley-Davidson
<b>55</b>	Qualcomm	<b>80</b>	Bright Horizons
<b>56</b>	First Tennessee Natl. Corp.	<b>81</b>	Proctor & Gamble
<b>57</b>	AFLAC	<b>82</b>	MBNA
<b>58</b>	Scooter Store	<b>83</b>	Northwestern Mutual
<b>59</b>	Alcon Laboratories	<b>84</b>	Marriott International
<b>60</b>	St. Luke's	<b>85</b>	A.G. Edwards
<b>61</b>	Nvidia	<b>86</b>	Men's Warehouse
<b>62</b>	Continental Airlines	<b>87</b>	Perkins Coie
<b>63</b>	National Instruments	<b>88</b>	Hyperion Solutions
<b>64</b>	General Mills	<b>89</b>	AstraZeneca
<b>65</b>	ARUP Laboratories	<b>90</b>	Granite Construction
<b>66</b>	Four Seasons Hotels	<b>91</b>	Texas Instruments
<b>67</b>	American Century Investments	<b>92</b>	Washington Mutual
<b>68</b>	Valassis	<b>93</b>	Paychex
<b>69</b>	Eli Lilly	<b>94</b>	International Data Group
<b>70</b>	Merck	<b>95</b>	Principal Financial
<b>71</b>	Arbitron	<b>96</b>	FedEx
<b>72</b>	Intl. Business Machines (IBM)	<b>97</b>	Ernst & Young
<b>73</b>	Robert W. Baird	<b>98</b>	Publix Super Markets
<b>74</b>	Medtronic	<b>99</b>	Nordstrom
<b>75</b>	Ukrop's Super Markets	<b>100</b>	Simmons



## Appendix B. List of *Fortune 500*

### *Fortune 500* List (2004) - systematic sample based on a random start

<b>1</b>	General Motors (3)	<b>26</b>	Rite Aid (128)
<b>2</b>	Citigroup (8)	<b>27</b>	U.S. Bancorp (133)
<b>3</b>	Home Depot (13)	<b>28</b>	Tenet Healthcare (138)
<b>4</b>	State Farm Insurance Company (18)	<b>29</b>	AdvancePCS (143)
<b>5</b>	Target (23)	<b>30</b>	TJX (148)
<b>6</b>	Time Warner (27)	<b>31</b>	Union Pacific (153)
<b>7</b>	SBC Communications (33)	<b>32</b>	FirstEnergy (158)
<b>8</b>	Albertson's (38)	<b>33</b>	Edison International (163)
<b>9</b>	J.C. Penney (43)	<b>34</b>	Soletron (167)
<b>10</b>	Lockheed Martin (48)	<b>35</b>	Sun Microsystems (173)
<b>11</b>	Archer Daniels Midland (52)	<b>36</b>	Southern (178)
<b>12</b>	Merrill Lynch (58)	<b>37</b>	Nextel Communications (183)
<b>13</b>	CVS (63)	<b>38</b>	Sanmina-Sci (188)
<b>14</b>	TIAA-CREF (68)	<b>39</b>	Dana (193)
<b>15</b>	Wachovia Corp. (73)	<b>40</b>	Consolidated Edison (198)
<b>16</b>	Best Buy (78)	<b>41</b>	Constellation Energy (203)
<b>17</b>	FedEx (82)	<b>42</b>	Oracle (208)
<b>18</b>	Bank One Corp. (88)	<b>43</b>	H.J. Heinz (213)
<b>19</b>	Wellpoint Health Networks (93)	<b>44</b>	Dean Foods (218)
<b>20</b>	Williams (98)	<b>45</b>	Avnet (223)
<b>21</b>	Hartford Financial Services (102)	<b>46</b>	Limited Brands (228)
<b>22</b>	Aetna (108)	<b>47</b>	Kellogg (233)
<b>23</b>	Lehman Brothers Holdings (113)	<b>48</b>	Arrow Electronics (238)
<b>24</b>	Nationwide (118)	<b>49</b>	Lucent Technologies (243)
<b>25</b>	Sunoco (123)	<b>50</b>	Boise Cascade (248)

<b>51</b>	Eaton (253)	<b>76</b>	Radioshack (378)
<b>52</b>	Dillard's (258)	<b>77</b>	Pitney Bowes (383)
<b>53</b>	Medtronic (263)	<b>78</b>	Becton Dickinson (388)
<b>54</b>	Devon Energy (268)	<b>79</b>	Cinergy (393)
<b>55</b>	DTE Energy (273)	<b>80</b>	Roundy's (398)
<b>56</b>	Gannett (278)	<b>81</b>	Kelly Services (403)
<b>57</b>	Kinder Morgan Energy (283)	<b>82</b>	Auto-Owners Insurance (408)
<b>58</b>	Norfolk Southern (288)	<b>83</b>	Apache (413)
<b>59</b>	Interactive (293)	<b>84</b>	Phelps Dodge (418)
<b>60</b>	Nucor (297)	<b>85</b>	Maxtor (423)
<b>61</b>	Interpublic (303)	<b>86</b>	Brink's (428)
<b>62</b>	Land O'Lakes (308)	<b>87</b>	Nash Finch (433)
<b>63</b>	American Family Ins. Group (313)	<b>88</b>	Hilton Hotels (438)
<b>64</b>	Cox Communications (318)	<b>89</b>	Western & Southern Financial Group (443)
<b>65</b>	Tribune (323)	<b>90</b>	Graybar Electric (448)
<b>66</b>	Federal-Mogul (328)	<b>91</b>	Guidant (453)
<b>67</b>	Sherwin-Williams (333)	<b>92</b>	USG (458)
<b>68</b>	Danaher (338)	<b>93</b>	ServiceMaster (463)
<b>69</b>	VF (343)	<b>94</b>	C.H. Robinson Worldwide (467)
<b>70</b>	L-3 Communications (348)	<b>95</b>	Advanced Micro Devices (473)
<b>71</b>	Mattel (352)	<b>96</b>	Boston Scientific (478)
<b>72</b>	Charter Communications (358)	<b>97</b>	Landamerica Financial Group (483)
<b>73</b>	Foot Locker (363)	<b>98</b>	Shaw Group (488)
<b>74</b>	Erie Insurance Group (368)	<b>99</b>	Equity Office Properties (493)
<b>75</b>	Caesars Entertainment (373)	<b>100</b>	PepsiAmericas (498)

## Appendix C. Sample worksheet of characteristics for two groups

COMPANY NAME:

NAME OF COMPANY

DATE: XXXX

WEB SITE URL:

www.websiteofcompany.com

RANK: BEST/ BIGGEST # XX

### Web site recruiting tools

*These features determine the recruiting element of the corporate Web site.*

		<u>Present(1) / Absent (0)</u>
(1)	job search engine or job listings of available positions	
(2)	register with the company and receive alert for new jobs	
(3)	opportunity to submit resume online	
(4)	job cart keeps a record of previously viewed job postings	
(5)	college recruiting section	
(6)	graphics showing a sample work environment	
(7)	listing of recruiting events	
(8)	Frequently Asked Questions (FAQ) section	
(9)	sitemap for easy navigation	

### Corporate Mission Statements and Vision.

*These features determine how visitors can become associated with the company's core values and vision.*

		<u>Present (1)/ Absent (0)</u>
(10)	corporate vision or corporate mission statement	
(11)	company history	
(12)	core values	
(13)	bios and/or comments of key executives	
(14)	overview of company business and direction	

### Community Relations Programs.

*These features determine the prominence given on the corporate social responsibility program.*

		<u>Present (1)/ Absent (0)</u>
(15)	separate Web page for community relations	
(16)	grants given to local non-profit organizations	
(17)	evidence of employee volunteer efforts	
(18)	press releases about recent community involvement/grants	
(19)	matching gift program for employees	

### Work-Life Balance Programs and Benefits.

*These features determine the distinction given to the work-life balance programs.*

		<u>Present (1)/ Absent (0)</u>
(20)	diversity program	
(21)	Campus lifestyle/ day in the life of an employee	
(22)	employee testimonials	
(23)	401 K plan	
(24)	casual dress policy	
(25)	flexible work schedules or telecommuting programs	
(26)	training and development opportunities	
(27)	education assistance program	
(28)	fitness center or health incentives	
(29)	adoption assistance	
(30)	employee stock purchase program	